

## EMPLOYMENT CONTRACT

FIRESTONE PLANTATIONS COMPANY, hereinafter called the Company, has agreed to employ MILAM F. TANDY, hereinafter called the Employee, and MILAM F. TANDY has agreed to accept employment in the service of the Company in the Republic of Liberia upon the following terms and conditions:

1. The Company will provide transportation to a Liberian port by such vessels and routes as it may select and will reimburse to the Employee all expenses incident to such travel which the Company shall deem reasonable and necessary.

2. The Company will pay to the Employee salary at the monthly rate of FIVE HUNDRED FIFTY (\$550) Dollars for the duration of this contract; and should the contract be extended beyond two years as provided by Section 7, or at the request of the Employee acceded to by the Company, monthly compensation for such additional period shall be at the rate last above named.

Salary due hereunder shall be paid, on or before the fifth day of the month following each completed month of service, and shall be payable, at the Company's option, in U. S. currency, or its equivalent in English sterling at the rate of exchange current on each day of payment.

3. The Company will provide the Employee with living quarters in Liberia in such places as may be designated by the General Manager, such quarters to be supplied with furniture. The Employee will provide himself with all linens, blankets, china, silverware, kitchen utensils and lighting equipment required by him.

4. Upon completion of two years or more of continuous and satisfactory service in Liberia, such service dating from the day of arrival at a Liberian port, the Company will:

(a) Provide the Employee with return transportation to the port at which he embarked under this contract on such vessels as it may select, and rail transportation by the most direct route from such port to HOPKINSVILLE, KENTUCKY. In lieu of such transportation, the Company, at the Employee's option, will pay to the Employee in cash or by draft or order payable in the United States or Europe the equivalent cost of such transportation.

(b) Grant to the Employee vacation leave on full salary at the rate last earned, such leave to accrue during the period of employment at the rate of six weeks for each year of service in Liberia and pro rata for any lesser period served in excess of two years; provided, that such accrued leave pay may, at the option of the Company, be paid in advance in a sum not to exceed one-half of the amount due, upon the Employee's departure from Liberia, the balance to become payable upon the expiration of one-half of the leave period due; otherwise to be payable monthly during the leave period.

(c) Pay to the Employee a traveling allowance deemed by it to be sufficient to cover all necessary and reasonable expenses incidental to travel by the means designated by the Company.

5. If the Employee desires to avail himself of the medical services provided by the Company in Liberia and of the use of the Company's hospital equipment, he may do so without expense for such service or for the medicines prescribed and supplied. If other medical service is required by the Employee it will be at his own expense.

6. The Employee warrants that his experience and qualifications for service are as set forth in his written application for employment by the Company, and agrees faithfully, fully and to the best of his ability to render such service as may be required of him by the General Manager of the Company in Liberia. The Employee also agrees to observe and act in accordance with all general instructions in force from time to time for the guidance of the Plantations Company staff and especially those which are intended to promote the maintenance of harmonious relations with the people and the Government of Liberia.

7. The duration of this contract shall be from the day preceding the date of embarkation until two years after the date of the arrival of the Employee in Liberia, unless by exercise of the option hereby reserved to it the Company shall require its extension by not more than sixty days, or unless an extension is granted by the Company at the request of the Employee.

8. The Employee accepts all risks and hazards connected with his employment by the Company in Liberia, and of the travel required.

9. This agreement may be terminated, otherwise than by expiration, as above provided:

(a) By the Company in the event of the breach of the contract or any of its provisions by the Employee.

In case of the termination of the contract by reason of its breach by the Employee he shall be entitled to no return transportation, traveling allowance, or accrued leave and shall be required to refund to the Company such part of the cost of his outward transportation and incidental travel expense as may be proportionate to the unexpired term of his contract to serve in Liberia in relation to its whole term of twenty-four months.

(b) At the option of the Company, upon one month's advance written notice, or the payment of one month's salary in lieu of notice.

In the event of the exercise of this option by the Company, the Employee shall be entitled to return transportation, traveling allowance, and proportionate accrued leave then earned, at the rate stipulated in Section 4.

(c) By the inability of the Employee to continue performance of the contract by reason of ill health or other physical disability certified by the senior medical officer of the Company in Liberia.

In case of termination of this contract under the provisions of paragraph (c) of this section 9, the Employee shall be entitled to return transportation, traveling allowance, and proportionate accrued leave, then earned, at the rate stipulated in Section 4.

10. The Employee agrees that all amounts owing to the Company, United States Trading Company, Bank of Monrovia, Inc., or any subsidiary or affiliate of The Firestone Tire & Rubber Company shall be deductible from salary when thirty days past due, or before any leave or termination settlement is made.

11. The Employee agrees that no leave settlement as provided in Section 4 shall become due or payable until a clearance shall be issued to him by the Central Office in Liberia showing that proper accounting has been made for all Company property, monies, and records, and that all formalities required by regulations governing the transfer of responsibilities to his successor have been complied with.

FIRESTONE PLANTATIONS COMPANY,

By *[Signature]* .....

Dated Akron, Ohio, this 15th day of August, 1941.

*Wilbur F. Lough* .....  
Employee

In the presence of:

*A. J. Remick* .....  
*Elizabeth M. Haas* .....

Firestone Plantations Co.,  
Akron,  
Ohio.

Gentlemen:

Of the salary of \$ 550 monthly, payable under my contract of employment with your Company, dated April 15, 1941, please arrange for monthly payments of \$ 150 to be made to me in Liberia and credit the remainder each month to my checking account in the Firestone Park Trust & Savings Bank, except such salary payments as may become due after my departure from Liberia, which will be held in abeyance pending adjustment of accounts upon my return to the United States.

Yours very truly,

William F. Sausel

M. F. TANDY

LEAVE SETTLEMENT

Arrived Liberia	Jan. 8, 1940
Departure from Liberia	July 21, 1941
Time spent Liberia	1 yr. 6 mo. 13 days
Leave earned	2 mo. 9 days
Leave expires	Sept. 30, 1941

1941

July	Cash advance Liberia (R-155)	\$200.00	
"	U.S.T.C. account (R-155)	460.80	
"	Deduction from July salary		\$200.00
Aug.	Salary		450.00
"	Retirement Ins.	38.00	
"	Group Ins.	3.00	
Sept.	Salary		450.00
"	Retirement Ins.	38.00	
"	Group Ins. *	3.00	
	Balance	357.20	
		<hr/>	
		\$1,100.00	\$1,100.00
		<hr/>	
	Balance down		\$357.20

ACCEPTED \_\_\_\_\_

CORRECT \_\_\_\_\_

*F. W. Ashley*

\* Group insurance will be paid up through October 15th.

M. F. Gandy

GENERAL INSTRUCTIONS

GENERAL INFORMATION  
for the  
INFORMATION AND GUIDANCE  
of  
STAFF AND FAMILIES  
of  
FIRESTONE PLANTATIONS COMPANY  
and  
AFFILIATED COMPANIES  
IN LIBERIA

Issue Date: June 15, 1941.

EXPLANATION:

This circular embodies general instructions for staff members of Firestone Plantations Company and its subsidiaries. Members of the staff are required to have a thorough knowledge of these regulations and to act in compliance therewith.

HOURS OF WORK

DIVISIONS: All staff members in charge of field labor will attend muster not later than 6 A.M.

Superintendents should confine themselves to the necessary supervision work on their own areas at all hours up to twelve o'clock noon. Errands (other than emergencies) which require a superintendent to leave his own area should be attended to after this hour.

DEPARTMENTS: All DEPARTMENTS employing common labor will begin operations not later than 6:00 A.M. This is subject to modification only in cases where labor must reach the job from distant living quarters. This includes Factory, Garage, Transport and Stores Departments. Normally construction and engineering work done by common labor will begin at 6 A.M., with skilled labor

starting at 7.

LENGTH OF            The working day is eight hours from the beginning  
WORKING  
DAY:                of work.

ADMINISTRATION    The Administration Building hours are from 7 A.M.  
BUILDING:            to 2 P.M.

RESEARCH            Research Department hours are from 6 A.M. to 1 P.M.  
DEPARTMENT:        The Harbel U.S.T.C. store will be open from 6:30 A.M.

HARBEL                to 12 noon and from 2 P.M. to 4:30 P.M., daily except  
USTC:                Sunday.

DIVISIONAL            Divisional sales cupboards will be open from 2 P.M.  
SALES CUP-  
BOARDS:            to 4 P.M., daily except Sunday and further as required.

LABOR HOLI-            THE SUNDAY SUCCEEDING A PAYDAY WILL BE A HOLIDAY  
DAY AFTER  
PAYDAY:            IN ALL ACTIVITIES UNTIL FURTHER NOTICE.

HEALTH

Employees and their wives are requested to report to the Medical Department for health advice upon arrival in Liberia.

Medical Consultation  
Hours for Foreign Staff.

Mornings (except Sundays).....7:30 to 8:30 A.M.

Afternoons (Mon.-Tues.-Wed.-Fri.) 3:00 to 5:00 P.M.

EMERGENCY CASES

In absence of physician deliver direct to nurse on second floor or dresser in charge of Out-Patient Dept., who will attend and call a doctor.

SPECIAL CONSULTATIONS BY APPOINTMENT.

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MEDICAL SUPPLIES

Please use form S483, list requests, sign and send by mail or leave at hospital to be filled and mailed.

DENTIST

Alternate Fridays.....9 - 12 A.M. ..  
and 2 - 5 P.M.

THE SCHEDULE OF CONSULTATION HOURS IS SUBJECT TO CHANGE AND WILL BE REPUBLISHED FROM TIME TO TIME.

CAVALLA  
HOURS:

Hospital hours at Cavalla will be announced by the Group Manager.

MEDICAL  
EXAMINA-  
TION OF  
SERVANTS:

Self interest, as well as the interest of the Company, requires that employees take every measure to safeguard their health and that of their families. The staff is advised to have all household servants and their families examined periodically for evidence of contagious, infectious and venereal diseases as one of the prime safeguards to its own health. Servants should be sent to the hospital for examination and confidential reports will be sent to the employer. Servants can also be examined at the Labor Office on any registration day.

The following information as to the most prevalent diseases and means of guarding against them is presented for guidance:

MALARIA:

This disease is carried by various species of Anopheles mosquitoes which can be identified by the fact that when they are at rest the body is inclined at virtually a perpendicular angle to the surface on which it alights. In other words, Anophelines nearly stand on their heads. They can only become infected by biting an infected person and house servants constitute a reservoir from which the mosquito frequently transfers the disease to the employer. Practically all malaria is acquired between the hours of sunset and dawn. It is, therefore, dangerous to remain sitting outdoors after sunset in light clothing.

It requires usually from eight to fifteen days from the time the person is bitten by an infected

mosquito until it is possible to demonstrate the presence of malaria parasites in the blood. An attack of fever develops when a sufficient number of parasites have multiplied in the blood to overcome body resistance and immunity.

The period of greatest incidence of malaria is the time of intermittent rains when showers occur of insufficient volume to wash larvae into flowing streams. These will usually prevail at the change from the wet to dry and from the dry to wet seasons, i.e. October-November and April-May, although other months may develop similar conditions.

To prevent infection with malaria, the following measures are advised:

- 1) Mosquito nets are provided gratis to the staff and it is expected that in the interest of health and efficiency they be used.
- 2) Curtail all activities that involve exposure to mosquitoes outside of screened buildings after dark, such as hunting and sitting outdoors.
- 3) Inspect all water tanks in and about the house for larvae twice weekly. All tins, bottles, flower pots or plants (especially palms and similar plants) which can contain water should be removed or destroyed. All cooks should be cautioned regarding empty tins. Where garbage collection is in force tins should be placed in the garbage container. Those not thus serviced should see that their tins are buried once a week. Fuel oil and sprayers will be supplied for use around staff quarters to control breeding sites in undrainable areas. Report immediately to the Administration Building any necessary repairs to protective screening that are required, whether covers of water tanks or habitations. Report also to the Administration Building if the locality of any house is particularly heavily infested with mosquitoes. Where possible, neighboring breeding places will be drained or oiled by the sanitation gang.

- 4) The regular use of chemo-prophylaxis, preferably Atabrine, is strongly urged.

ATABRINE: Adult dosage: 2 tablets of  $1\frac{1}{2}$  grains semi-weekly, on successive or non-successive days, or  $\frac{1}{2}$  tablet every day, preferably after the evening meal.

Children:  $\frac{1}{2}$  tablet every other day

Should skin discoloration become noticeable, or the patient complain of discomfort, Atabrine should be discontinued for from ten days to two weeks.

QUININE Adult dosage: 6 to 10 grains or 2 to 3 Zimmer Perles  
HYDRO- daily, one after meals.  
CHLORIDE:

Children: In proportion to age

The above prophylaxis should apply to household servants as well as staff members.

- 5) Since one of the principal and nearest-by reservoirs of infection of mosquitoes is the servants, they should be provided with mosquito nets and care taken that their quarters are mosquito-free as far as possible. Administration of quino-plasmoquin to all inhabitants of the servant quarters will prevent mosquitoes being infected by them. The dose is one capsule daily to each person after the evening meal, but if the administration is not regularly attended to, all effect will be lost. The necessary medicines can be secured upon application to the hospital, but in each case where medicines are provided by the staff to servants the authority for the prescription should be obtained from our medical officers who are licensed to prescribe.

- 6) IT HAS BEEN CONCLUSIVELY SHOWN THAT PRACTICALLY ALL INCIPIENT CASES OF MALARIA CAN BE PREVENTED FROM DEVELOPING TO A STAGE REQUIRING HOSPITALIZATION BY THE EXAMINATION OF BLOOD SLIDES FROM EACH INDIVIDUAL TAKEN WEEKLY.

IT IS HOPED THAT ALL STAFF MEMBERS AND THEIR FAMILIES WILL AVAIL THEMSELVES OF THIS SERVICE AS A MATTER OF SELF INTEREST.

ANTI-  
MALARIAL  
WORK:

In all centers of population where oiling is regularly done the direction of anti-malarial work will be under the control of the divisional superintendent.

This refers to superintendents of Divisions 4, 16, 43 and

45. Regular inspection of the work and search for larvae in the area under control will be made by the Medical Director or members of his staff and reports of these inspections will be submitted to the General Manager through the inspector concerned.

HOOKWORM: This disease is pandemic on the plantation. The parasite can only hatch from eggs deposited on the ground which have been passed by an infected person. The microscopic larva resulting enters the blood stream through the feet or ankles, passes through the bronchial tubes, is coughed up and swallowed. It attaches itself to the wall of the intestine with a parrot-like beak and develops into a worm something less than an inch long. It sucks blood and the resulting effect may be symptomized in various ways. Anyone suffering abdominal disabilities or a feeling of lassitude should consult the doctor. The cure is simple, and although infection is very difficult to avoid there is no reason why anyone should suffer from this disease for any length of time. Those who walk about the house in bare feet, who are in contact with dust or get wet feet in the field or in construction work will likely become infected, and the best protection is in reporting to the hospital every three to six months for examination and treatment if necessary.

AMOEBIC  
DYSENTERY: This very serious disease is contracted by eating uncooked or fly-contaminated food, or drinking contaminated water. Under present conditions, all drinking

water should be boiled twenty minutes and passed through a Pasteur or Berkefield filter. Personal observation of the boiling procedure is the only safe guarantee that the water has actually been boiled. After treatment of the acute symptoms, the amoeba embeds itself in the intestinal wall and relapses may occur months after the first symptoms have disappeared. It is essential, therefore, for those who have had dysentery to continue a course of Emetine at proper intervals to insure a complete cure.

TEMPERATE  
ZONE  
LEAVES:

About three weeks before leave is due employees and their families should report to the hospital for a thorough examination and such treatment as is indicated. It should be remembered that tropical diseases are a special field of medicine and the ordinary treatment of them by general practitioners in the temperate zone is likely to be unsatisfactory. The above recommendation is made with a view to saving the expense that has frequently been involved by the necessity for treatment in the few places in the temperate zone where the treatment of tropical diseases by experts is available.

HOSPITAL:

Medicines and medical supplies issued to the staff from the hospital for home use must be signed for by the person receiving them. This is a necessary measure of control in checking legitimate issues. Any

dissatisfaction regarding food, treatment or accommodations at the hospital should be expressed to the doctor in charge before leaving the hospital. The management can take no cognizance of irresponsible complaints that are not registered at the time the difficulty occurs and when they can be corrected on the spot.

Our medical staff and hospital will treat only employees and their immediate families--that is, wives and children. Medical practice for other than employees and their immediate families, because of certain regulations, will not be done--except where medical ethics so require in case of emergencies which cannot be treated by outside medical officers in private practice.

## GENERAL

MAINTENANCE  
OF STAFF  
HOUSES BY  
OCCUPANTS:

It is expected that the staff will put forth sufficient effort to see that their living quarters are maintained in the best possible condition. Houses will ordinarily not be repainted more than once every two years. This should be ample to insure pleasant and sightly interiors if sufficient direction to servants is given to see that deterioration of painted surfaces and screens is at least impeded, if not prevented entirely.

All divisional inspections will include comment on the condition of staff houses.

The following measures will be of assistance:

- 1) Keep outside walls, underside of eaves and window frames brushed clear of all dirt and cobwebs. If ladders are not available in the community they should be obtained from the M. & S. Dept.
- 2) Inside walls and ceilings, where there is any evidence of discoloration by mildew, should be wiped clean at first sign of discoloration. This can be done in most cases with a dry cloth but must be repeated periodically to check the fungus growth.
- 3) Where fungus has been in existence for any length of time it will be necessary to wash the entire surface, using the following method:

Dissolve one-half pound tri-sodium phosphate in one gallon of water. (Tri-sodium phosphate can be obtained at the M. & S. Dept.). Dip wash cloth in this solution, then rub on some strong soap similar to blue soap and scrub the mildewed surface until discoloration is removed. Usually the entire wall or ceiling should be washed at the same time since mildew is often present some time before being noticeable. Also, washing of only one section will

leave that section lighter in color than the balance of the wall or ceiling. Then rinse thoroughly with clear water.

This procedure should be followed periodically.

COMPANY  
FURNITURE:

Inventories of company furniture will be made upon occupancy of houses and signed by the new occupant. Transfers of furniture can only be made with the knowledge and consent of the Central Office.

All houses are supplied with electric or kerosene refrigerators for which the occupants are charged 8 shillings per month if the box contains approximately 4 cubic feet and 10 shillings per month if it contains 5 or more cubic feet. Refrigerators are not to be removed or exchanged from house to house.

REPAIRS  
TO  
HOUSES:

In cases of necessity for urgent repairs to plumbing, wiring, water supply, etc., written request should be sent to the Central Office. The cost control department will prepare a work order and assign the work to the maintenance or engineering staff.

When furniture, packing cases, tables or other articles are desired for personal use the same procedure should be followed. An estimate of the probable cost may be obtained in advance.

STAFF  
YARDBOY  
ALLOWANCES:

Group yardboys will be supplied for Duside, Harbel Hills, Fish Creek, Harbel Horseshoe and Gedetarbo. Any of the staff residing in an area in which upkeep of lawns is not provided by the Company are entitled to one yardboy and one pump boy on the Company payroll. Such boys may be paid for every day in the month but may not be rated above 7d per day.

CARE OF  
COMPANY  
CARS:

In all cases of accidents clearly due to reckless or negligent driving or excessive speed the cost of repairs will be debited to the persons responsible.

ECONOMICAL  
USE OF  
POWER:

Economy in the use of power will be to the interest of the staff since if the burden becomes too heavy the Company may find it necessary to charge for current.

USE OF  
RESEARCH  
LIBRARY:

All books and publications in the Research Department are available to the staff and their use and consultation is to be commended.

Ordinarily no publications may be removed. If this should be the case in exceptional circumstances, permission must be obtained from the librarian.

The Library is open daily except Sunday from 6:00 A.M. to 5:00 P.M.

FIREARMS

REGISTRATION:

All employees possessing firearms of any description are advised that such possession without license is an infraction of the Firearms Act of August 7, 1917. The terms of this Act are not onerous and permit the possession of firearms in a perfectly lawful manner through proper registration. All holders of unlicensed arms are advised to apply through this office for a Government permit to continue in possession of them. To have firearms registered the following information must be submitted to the Central Office:

TYPE (rifle, revolver, shotgun, etc.)

MAKE (Winchester, Mauser, etc.)

CALIBER

MANUFACTURER'S NUMBER

DESCRIPTION (automatic, repeating, etc.)

The sale of firearms is illegal unless the purchaser obtains the certificate of registration issued to the person from whom he buys a gun and then himself registers it and obtains a new certificate of registration.

CRIMES AND

MISDEMEANORS: In cases of theft or any other crimes or misdemeanors occurring on the premises or within the knowledge of any members of the staff, the Labor Department should be notified immediately. The staff should in no case attempt personally to arrest or restrain the liberty of any Liberian citizen unless actually caught in the act of committing a crime or misdemeanor. In such cases, the detained person should be delivered immediately to the custody of the Magistrate at Bondiway or a policeman from that court should be summoned.

In cases of offenses either against the property of an individual or company property, the person concerned should not take any action without consulting the Labor Department.

In cases where a suspect has apparently escaped to another county, particularly to Owensgrove, the proper complaint should be lodged before the Bondiway Magistrate by the Labor Department. In no case should any member of the staff attempt to secure evidence or to begin a proceeding in Owensgrove.

REIMBURSEMENT  
OF TRAVELLING  
EXPENSES:

All Firestone employees incurring hotel or Pullman expenses must support such expenses with receipted hotel bills or Pullman ticket stubs attached to the expense account.

In cases where a reimbursement is claimed for the shipment of excess baggage, or baggage being transferred to you and not covered by a steamship ticket, or in any case in which baggage shipment expense is incurred, a receipt should be obtained and submitted with the expense account. The above receipts will not only be requested from employees submitting expense accounts to Akron but from those arriving in Liberia as well.

AMERICAN  
EMPLOYEES  
LIVING WEST  
OF AKRON:

All employees living west of Akron, Ohio are requested to stop over at Akron when going home on leave to make settlement of leave pay and travel expenses.

The Akron office will not allow additional expenses incurred by staff members going directly home and then returning to Akron for settlement.

OFFICIAL  
HANDBOOK:

The Akron office will not allow expenses in excess of those authorized by the Official Handbook.

POLICY ON  
COMPANY  
PAYMENT  
FOR MEALS:

Until further notice the Company will allow the rate of five shillings per meal under the following circumstances:

(1)  
NEW  
ARRIVALS:

When the management requests a staff member to house and board a new arrival until such time as a permanent housing assignment can be made.

NOTE: The rate of 5/- per meal at company expense will be in effect for not more than four days. If specific authority for continuation beyond that period has not been secured, 3/- of the 5/- allowed to the householder will be charged to the account of the new arrival.

(2)  
DEPARTURES:

Should the management request the departing staff member to move in temporarily with someone else for housing reasons, the Company will be responsible for such meals at the rate of 5/- each.

(3)  
OFF-  
LOCATION:

When it is necessary to assign a member of the staff to a temporary job off the plantations and the employee does not move his personal effects the Company will assume the expense of his meals at the standard rate above-mentioned. This refers specifically to Marshall or Monrovia. The transfer of an employee from the Harbel Plantation to Cavalla (or vice versa) will be deemed a permanent assignment and the employee will be expected to pay all living expenses according to the terms of his contract.

THE COMPANY WILL IN NO CASE BE RESPONSIBLE FOR  
BILLS PRESENTED FOR MEALS UNLESS SPECIFICALLY AUTHORIZED.

PERSONAL  
TRIPS TO  
MONROVIA,  
MARSHALL,  
ETC.

The Company has arranged with the Bank of Monrovia and the beachmaster at Marshall to serve meals upon request to any member of the staff. Such personal meals served will be charged to the employee's USTC account at the rate of five shillings each.

STAFF GOING  
ON LEAVE -  
PROCEDURE  
FOR CLEAR-  
ING BAGGAGE  
THROUGH  
CUSTOMS:

Departing staff boarding ship at Marshall are requested to have all trunks, cases, boxes, etc. at Harbel Landing at least 24 hours before departure and to arrange through the Stores Dept. to have Harbel Customs officials issue a certificate of clearance. Hand baggage may be inspected at the dock before boarding the launch to Marshall.

In all cases, staff members must have certificates of clearance to avoid delay at Marshall.

Staff members taking personal effects home with them which they expect to bring back on return engagement should obtain an export certificate to allow free entry on return. This can also be handled with Harbel Customs officials at Harbel Landing.

If it is desired that the Company ship personal effects direct by freight the staff member should deliver them to the Stores Dept. with an itemized list and valuation of the contents and complete shipping instructions.

PERSONAL  
PACKAGES  
FROM THE  
U. S. A.

The Akron office is frequently requested to turn over articles to be carried to Liberia by someone coming out which are the property of people already there. Since this is usually an attempt to avoid payment of customs duties, the Company will not in any way be a party to it.

The New York Office will continue to receive parcels from relatives, etc., for forwarding to Liberia. Newspapers, periodicals and such material as can be mailed direct will not be received.

All packages forwarded to the New York Office should be accompanied by an invoice, since it is necessary to secure a navicert from the British Consul before the Barber Line will accept material for shipment. A charge will be made to cover navicert, freight and insurance costs.

On all such packages there will be a considerable delay occasioned by the necessity for securing permission of the British authorities for shipment.

REGISTRATION  
OF SERVANTS:

The Labor Control Office has established a record system for servants on the same lines as that covering classified labor. This system will be continued should it be demonstrated that the staff, for whose benefit it is maintained, have sufficient interest to make out the necessary papers on engagement or dismissal of a servant and to see that the necessary photographs of new employees are taken. There will be but two days each month on which photographs will be taken at the Duside office of classified employees and house servants--that is, the first and last Friday afternoons of each month between the hours of 2 and 5 P.M.

FINANCIAL  
RELATIONS  
WITH SUBORDINATE  
STAFF:

It is contrary to the Company's policy to permit any of its superintendents to extend loans or to become financially involved in any other manner with subordinate employees of the Company, either under their direction or under the direction of other superintendents. Such practices only lead in many cases to insubordination, lack of efficiency and general detriment to the Company.

U.S.T.C.  
AND MAIL  
DELIVERY  
SERVICE:

United States Trading Company and divisional mail deliveries are made three times weekly to each house on the Harbel Plantation, as follows:

Du Area from Div. 1  
through Div. 21

Harbel-Farmington Area  
from Div. 45 through  
Div. 22

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

The delivery truck is equipped with an ice box to carry perishable provisions. Staff desiring ice will also be accommodated.

All orders received at the USTC before 5:00 PM on the day preceding regular delivery will be carried on the following day's trip. Staff members may give orders to the truck driver for delivery on the next regular trip.

Since mail service is available only three times weekly all urgent mail should be at the Administration Building by 8:00 A.M. If an answer is desired the same day the mail should be marked "Urgent - Reply requested today." The truck driver has been instructed to watch for such mail and stop on the return trip for the reply.

MONROVIA  
MAIL  
SERVICE:

Regular trips to Monrovia are made daily except Sunday.

SPECIAL  
DELIVERIES:

A driver and pick-up are assigned to the Administration Building for the delivery of commercial radio messages on the plantations and to Monrovia; also for urgent delivery of messages should the need arise.

LAND

TRANSPORT: assignments:

The following provisions will govern transport

- (1) All demands for truck transportation must be foreseen and the proper request for service must be in the hands of the Transport Manager not less than two full days before the transport is desired.
- (2) Certain vehicles must be held in reserve for emergencies caused by accident, breakdown or unexpected circumstances and in no case is the Transport Department authorized to supply such reserve vehicles for purposes which should have been covered by a proper request in advance.
- (3) The Transport Department will supply vehicles for movement of latex and rubber at the request of the Factory Manager and these may be altered from day to day as affected by production conditions.
- (4) Divisions will be supplied with materials on monthly requisitions and at such times as the M. & S. Dept. requests transport.
- (5) All trucks and vehicles under direction of the Transport Dept. must be kept in the garage lot overnight. The sanitation truck will overnight in the hospital lot.

FOOD STORES  
AND ISSUES:

The following regulations will govern all food stores and issues on the plantation:

- (1) Superintendents will carry the keys to the stores of rice and smoked fish that are issued in the field.
- (2) All quantities of rice and fish will be kept inside the locked food room, including left-over quantities after issues.
- (3) A standard container will be used for rice and other food issues.
- (4) Rice will be issued only in the presence of the superintendent.

COMPANY  
PROPERTY:

Superintendents, including planting staff, engineering staff and all others who have possession of Company property, have no permission to sell or give away any such property.

This refers to all types of tools and equipment, empty drums, lumber, packing cases, kerosene tins, etc., as well as household goods such as mattresses, beds, tables, chairs, mosquito nets, etc.

TOOL  
CONTROL:

The following deductions will be made for missing tools which have been placed in the charge of employees:

- 8/- each - crosscut saws  
cutback saws
- 6/- each - shovels  
pruning saws  
budgraft knives  
32 qt. size tapping buckets
- 4/6 each - 16 quart size tapping buckets
- 4/- each - axes  
digging forks  
mattocks  
pengalis  
rakes
- 2/- each - tapping knives  
hoes  
new type Collins cutlasses
- 1/6 each - sharpening stones for tapping knives
- 1/- each - budgraft bags  
pruning knives (made from tapping knives)  
ganga bags

LABOR POLICY: In connection with the direction of the activities of labor generally, it is the established policy of this Company to respect the rights of its native employees and to require all members of its staff to do so. Persons employing or directing the work of servants, laborers or mechanics have no lawful authority to punish disobedience or other fault by inflicting corporal punishment. Disobedience to orders or other faults committed by native servants or employees may be punished by suspension or dismissal, but infliction of corporal punishment will not be permitted or tolerated by this Company.

It is well for us to keep in mind that we are foreigners in Liberia and that it is important to maintain friendly relations with the Government and the people of the country by avoiding disregard of their laws and customs.

LABOR -

MEDICAL  
PRECAUTIONS:

All new laborers should be paraded at the dressing station and the dresser instructed to indicate all cases of obvious disease such as elephantiasis, hernia, hydrocele and leprosy. None of the above should be employed, and under Government instructions all lepers appearing for employment (as well as all lepers now on the plantation) should be ordered to return to their towns. Since, however, there is no law providing for segregation of lepers, such orders cannot be enforced except by a court messenger.

Medical records of all headmen, overseers and clerks are now available and of those who require hospital treatment a certain number will be assigned by the Labor Superintendent, through notification to superintendents, to report to the Hospital on specific dates. In order not to interfere with tapping organization, not more than one overseer or headman will be sent to the Hospital from any particular division at any one time. Headmen or overseers infected with tuberculosis will be discharged at the Hospital since this disease is incurable, progressive and likely to spread infection.

Headmen and overseer appointees and applicants will be examined at the regular Friday afternoon registration hour in the Labor Control Office at which a medical officer will be present.

DRESSERS -

RELATIONS  
WITH  
SUPTS.

Dressers will be carried on divisional payrolls but their cost will be borne by the Medical Department. Their medical work is under the instruction of the Medical Director but their attention to duty is under the control of divisional and other superintendents.

DUTIES: The hours and activities of dressers will, in general, be as follows:

At 7:00 AM report to divisional office and obtain the names of all who reported sick or failed to turn out for work.

Visit and treat all muster absentees.

Inspect camp latrines and instruct orderlies regarding sanitary work for the day.

Return to the dispensary and treat cases until 9:30 or 10:00 AM.

At 12:00 noon, or earlier, report to latex station, field office or camp (whichever is most convenient) to treat returning laborers.

Administer quinine to all twice weekly--one capsule to each man.

Administer hookworm treatment once a month.

Examine laborers for yaws and report number requiring treatment once a month.

From 3:00 to 4:30 PM dispensary treatment of those not treated at latex station.

Hours for work - except emergencies - will be as follows:

7:00 to 10:00 A.M.  
11:00 to 2:00 P.M.  
3:00 to 5:00 P.M.

The above hours constitute an eight hour day.

In addition, dressers will:

Examine all divisional inhabitants and submit to the Hospital a list of all those suffering from

hernias, hydroceles, elephantiasis, tumors, etc., giving their names, headmen and division.

Count the inhabitants on the 25th of each month in each camp (men, women and children) and submit this data along with the number of births and deaths and causes of the latter. This data should reach the Hospital not later than the last day of each month.

Report to the Medical Director the number and condition of the wells, houses and latrines and the number of water-borne diseases such as dysentery and diarrhoea and the number of these cases treated during the month on the division, keeping a copy of this data on file at the divisional office.

Visit each absentee from muster (names provided by the clerk) to ascertain the cause of illness and treat.

Supervise the daily scrubbing of latrine seats by the sanitary boys (two to each camp) and also see that they scatter one cigarette tin full of fuel oil or lime into each hole, twice a week.

The superintendent should assist the dresser to  
NEED FOR dispatch to the hospital without delay all cases of  
COOPERA- pneumonia, dysentery, pulmonary tuberculosis, etc.  
TION FROM  
SUPT.: Too many of these cases are allowed to remain in camp until it is too late and they arrive here in a dying condition.

If and when adequate hospital transportation is  
GETTING available, general medical and surgical cases should  
SICK TO be dispatched by bus to the hospital every day, except  
HOSPITAL: Friday when only gynecological, dental or circumcision cases should be sent. When bus transportation is not available they should be sent in by passenger truck or brought in by the divisional superintendent.

DENTAL Classified labor desiring dental treatment should  
WORK: bring a note from the divisional superintendent

stating salary, position, and their ability to pay or willingness to have their salary debited.

DISCIPLINE: In all cases of difficulty with dressers, superintendents are to consult the Medical Director before taking disciplinary action.

HOSPITAL BUSES: Buses carrying sick to the hospital are in no case to be used to transport people desiring to accompany them, nor to visit sick friends or

RESTRICTIONS: relatives at the hospital. No passengers are allowed on buses except such as are certified sick by the dresser and given a hospital pass by the superintendent or any other staff member administering a payroll.

RATES OF  
PAY:

COMMON  
LABOR:

Common labor will be paid rates based on monthly turnout.

Rates will be calculated from the potential working days in the month. This will be the number of days in the month less Sundays, holidays or days not worked on account of rain.

Pay will be calculated on the basis of the following table:

<u>WORKING DAYS IN MONTH</u>	<u>9D RATE WILL BE PAID FOR</u>	<u>8D RATE WILL BE PAID FOR</u>	<u>7D RATE WILL BE PAID FOR</u>
30	26 plus days	20 minus 25 days	less than 20 days
29	25 " "	19 " 24 "	" " 19 "
28	24 " "	18 " 23 "	" " 18 "
27	23 " "	17 " 22 "	" " 17 "
26	22 " "	16 " 21 "	" " 16 "
25	21 " "	15 " 20 "	
24	20 " "	14 " 19 "	
23	19 " "	13 " 18 "	
22	18 " "	12 " 17 "	
21	17 " "	11 " 16 "	

It will be seen that if a man turns out four days less than the potential for the month he is to receive the rate of 9d. If he turns out ten days less than the potential he is to receive 8d, and if he turns out eleven or more days less than the potential he receives 7d.

Divisional messengers and watchmen will receive a standard pay of 7d daily; women on light work 6d.

CLASSIFIED  
LABOR:

All labor receiving more than 9d a day will be compensated at given scales of wages relating to years of service and to duties performed. Every individual falling within this classification will have his record filled out on an Employee's Record Card on which his photograph will appear and he will in addition be given an identification card which will also bear his photograph. These record cards will be made out in duplicate for all overseers, headmen, field clerks, boat boys, truck drivers, mechanics, drivers, carpenters, plumbers, etc. Upon the reverse of this card, on the line "First Employed", fill out as near as can be determined the date on which the individual was first employed by the Company. Continue the record on that side of the card as indicated. The man to whom the employee is directly responsible will fill in two copies of the card and deliver to the Labor Control Office. The cards will there be given serial numbers. Arrangements will be made to photograph each employee so classified. Identification cards will be prepared bearing the same number as the record card and the identification cards may then be issued to the proper persons.

This arrangement is to coordinate wage rates in different fields of activity and to prevent the drifting about and reemployment of labor that has been found unsatisfactory.

REGISTRATION  
DAYS AT  
LABOR  
OFFICE:

Presentation of labor at the Labor Office for examination, registration and photographing will take place from 2 to 5 PM on the first and last Friday afternoons of each month.

LEAVING  
EMPLOY-  
MENT:

After a headman or overseer quits his employment for any reason other than ill health (which must be certified at the time of resignation on the division card and notified to the Labor Control Office) he cannot be reemployed in less than four months and he must then accept a decrease in pay of 3d per day in case his previous wage was 2/-, and 6d per day in case it was 3/- or more.

FURLOUGHS:

Especially-able employees may be granted furloughs of not more than three months duration if they wish to return to their tribes, but such furloughs and returns therefrom must be recorded and notified to the Labor Control Office.

NOTE: NO HEADMAN OR OVERSEER MAY LEAVE ONE DIVISION TO FOLLOW A SUPERINTENDENT EXCEPT BY CONSENT OF THE SUPERINTENDENT SUCCEEDING TO THE DIVISION.

PAY  
INCREASES:

Increases in pay will be considered only in connection with the preparation of the budget for the next fiscal year, which will begin annually in the month of September, and such increases will be effective as of November 1st of each year. Certain exceptions will be allowed concerning changes of rates of pay at times other than November 1st. When applicants appearing to be specially qualified are employed

at low wages on trial they may be raised to a rate corresponding to their ability in comparison with men doing similar work but with some decrease due to length of service. All changes in subordinate staff affecting labor record cards must be notified to the Labor Control Office on the forms provided and payrolls must check with the Labor Control Office records before they will receive approval.

CLASSIFIED LABORERS' REGISTERED NUMBERS MUST BE PLACED ON PAYROLLS -

The registration numbers of all classified employees must appear in the first column of the payrolls. This number and the rate of pay assigned must check with the card records in the Labor Control Office. No payroll not conforming to this stipulation will be passed for payment.

CHANGE  
IN EM-  
PLOYEE'S  
STATUS:

In all cases of changes in the status of a classified employee the form "REPORT OF CHANGE IN EMPLOYEE'S STATUS" must be made out in triplicate:

ORIGINAL to Labor Control Office  
DUPLICATE to employee  
TRIPLICATE for divisional labor record attached to the card of the employee, except in case of transfer in which case it goes to the receiving division with the card.

This form must be filled out when -

- 1) a new headman is promoted from the ranks or is hired. In all such cases in which a man enters the classified lists he must be taken to the

Labor Control Office the following registration day, which will be the first and last Fridays of each month, between 2:00 and 5:00 P.M. for registration and photographing.

This also refers to the engagement of masons, carpenters or others of any occupation, provided the pay it is proposed to give them is more than 9d per day.

- 2) Labor is transferred.
- 3) Furlough is granted.
- 4) Labor is dismissed.
- 5) Labor is discharged for reasons of health.

In cases of dismissal the reasons therefor must be fully and accurately stated. In case the reason DISMISSALS: is of such a nature that the man might be able to do satisfactory work in another line or on another division, the line "May be reengaged" is to be checked. If for any reason an employee is to be laid off for a period of over three months for disciplinary reasons the card must be so approved by both the superintendent and the General Labor Superintendent.

Any man claiming to have been a headman or overseer seeking employment without presenting a "Change of Employee's Status" slip cannot be reemployed beyond the next registration day without being taken to the Labor Control Office for identification and recording. Men with dismissal slips showing a bad record will naturally not present them. The reengagement of such men must be guarded against.

A headman who leaves the division on which he is employed and attempts to move with his gang to another

division will not be reenaged.

LABOR  
TRANSFERS  
OVERAGES  
OR  
SHORTAGES

When classified labor is desired, application should be made to the Labor Control Office. When labor is about to become surplus on a division, report of the fact should be made to the Labor Control Office at least two weeks before the date when it will not be required so that transfer can be arranged. All labor shortages should also be reported to the same office.

SUNDAY  
PAY FOR  
CLERKS:

Clerks on all work other than tapping should not be paid for Sundays except in rare instances where it is necessary for them to work the last Sunday in the closing of the payrolls.

PANEL  
GANGS:

No panel gang should be allowed on mature areas in tapping except when it is necessary to change from low to high panels.

CAR BOYS:

No car boys are permitted except in special instances such as budgrafting superintendents or superintendents who have unusually large areas without an assistant, in which case approval for a carboy must be obtained from the Manager's office.

PAYROLL  
PADDING:

In order to reduce this long-prevalent practice to a minimum, all names in time books must be written in by the superintendent. A certain number of gangs must be checked in the field each day. It will also be advisable to double check occasionally. Where it is impossible for superintendents to check all gangs at muster, clerks checking muster should use a blue pencil. Superintendents will use a red pencil and inspecting officers a green pencil.

DUTIES OF  
HEADMEN  
AND SIZE  
OF GANGS:

In all planting operations, tapping and maintenance and any work involving the movement of earth, headmen must have gangs of not less than 35 boys. One overseer will be responsible for 4 headmen.

Headmen and overseers are responsible for turnout and will be paid in accordance with the mandays their gangs deliver in proportion to the potential mandays in the month.

The basic rate for each headman and overseer will be fixed on his registration card.

At the end of each month the number of potential mandays will be calculated by multiplying the number of working days by 35. For each manday less than that number delivered by the headman's gang his total pay will be reduced by one cent. For example, in 30 working days with 35 men the potential mandays is 1050. If the mandays delivered were 800, the deduction from the headman's pay would be 250 cents, or \$2.50. This

POOR  
TURNOUT  
PENALTY:

deduction, however, shall not be effective beyond a figure at which a headman's pay is reduced to an average of 9d per working day. Thus, if a headman is entitled to 2/- per day for 30 working days, the maximum reduction from his pay could not exceed 37/6d. Any headman who had such a low turnout as to involve such a deduction should be dismissed in any case.

A similar reduction from the pay of overseers will be made amounting to 1/4 cent for each manday not delivered, affecting their pay only up to 50%.

This regulation does not apply to engineers employing artisans or mechanics or small isolated gangs, but does apply to any engineering project where as many as 35 men are engaged in moving earth.

In order to promote continuous service and reward efficiency, the following progressive increases in wages are established, and in certain cases premiums (entirely at the discretion of the department head) are allowed. It is to be understood that these premiums are paid for meritorious work and are not to be paid unless in the judgment of the department head they have been earned. They may be reduced in amount in any one month or withheld entirely.

TAPPING

	<u>OVERSEERS</u>		<u>HEADMEN</u>		<u>FIELD CLERKS</u>
	<u>WAGES</u>	<u>PREMIUM</u>	<u>WAGES</u>	<u>PREMIUM</u>	<u>WAGES</u>
1st 6 mos.	2/6				
2nd 6 mos.	2/6	3d	1/3	1¢	1/6
2nd year	2/9	3d	1/6	1¢	1/9
3rd year	3/-	3d	1/6	2¢	2/-
4th year	3/3	6d	1/9	3¢	2/3
5th year	3/6	6d		4¢	2/3
6th year	3/9	6d		5¢	2/9
7th year	4/-	6d		6¢	
MAXIMUM	4/-	6d	2/-	3d	3/-

IN ADDITION TO THE ABOVE A SCHEDULE OF BONUSES FOR TAPPING OVERSEERS AND HEADMAN BASED ON TAPPING SCORES IS OUTLINED IN DETAIL IN THE SECTION ON TAPPING (PLANTER'S MANUAL).

MAINTENANCE

	<u>OVERSEERS</u>		<u>HEADMEN</u>	
	<u>WAGES</u>	<u>PREMIUM</u>	<u>WAGES</u>	<u>PREMIUM</u>
1st year	1/9	3¢	1/-	1¢
2nd year	2/-	3¢	1/1	1¢
3rd year	2/3	3¢	1/3	2¢
4th year	2/6	6¢	1/4	2¢
5th year	2/9	6¢	1/5	3¢
6th year	3/-	6¢	1/6	3¢
7th year	3/3	6¢	1/6	4¢

NEW DEVELOPMENT

	<u>OVERSEERS</u>		<u>HEADMEN</u>		<u>FIELD CLERKS</u>
	<u>WAGES</u>	<u>PREMIUM</u>	<u>WAGES</u>	<u>PREMIUM</u>	<u>WAGES</u>
1st year	1/6	3¢	1/-	1¢	1/6
2nd year	2/-	3¢	1/1	1¢	2/-
3rd year	2/6	3¢	1/3	2¢	2/3
4th year	2/9	6¢	1/4	2¢	2/6
5th year	3/-	6¢	1/5	3¢	2/9
6th year	3/6	6¢	1/6	3¢	3/3
7th year and over	4/-	6¢	1/6	4¢	3/6

BOAT BOYS

	<u>CAPTAINS</u>	<u>ENGINEERS</u>	<u>CREW</u>
1st year	2/-	1/-	7d minimum
2nd year	2/3	1/6	8d
3rd year	2/6	2/-	9d
4th year	2/9	2/3	10d
5th year	3/-	2/6	11d
6th year	3/3	2/9	1/-
7th year	3/6	3/-	1/-
MAXIMUM	4/-	3/-	1/-

	<u>TRUCK DRIVERS</u>	<u>MECHANICS</u>
1st year	2/-	1/- C
2nd year	2/3	1/6 "
3rd year	2/6	2/- "
4th year	2/9	2/3 B
5th year	3/-	2/6 B
6th year	3/-	2/9 B
7th year	3/-	3/- B
MAXIMUM	5/-	5/- A

DRESSERS

Students	1/-
6 mos. (after training)	1/6
2nd year	1/9
3rd year	2/-
4th year	2/3
5th year	2/6
6th year	2/9
7th year	3/-
MAXIMUM	3/-

YARD  
BOYS:

Yard boys may work every day in the month but shall not be paid more than 7d per day.

DISCIPLINARY  
PAY DEDUCTIONS:

In all cases in which an employee accepts a deduction from his pay for disciplinary reasons, in lieu of dismissal, the amount so deducted will be credited to a special fund to be devoted to staff recreation, footballs, uniforms, upkeep of football fields, etc., to be expended at the discretion of the General Manager.

The deductions should be entered in red ink in the "Fine" column of the payrolls and separate totals shown for these and regular tool fine deductions on the payroll allocation sheet.

LEAVE  
SETTLEMENTS:

Before leave settlements are made each employee will be required to have proper clearance from the following responsibilities and accountabilities:

ESTATE TURNOVER	By man taking over or inspector
TOOLS INVENTORY	"
FOOD INVENTORY	"
BUNGALOW FURNITURE	"
SURVEYING EQUIPMENT	By Surveyor
SETTLEMENT OF PERSONAL ACCOUNT WITH USTC	By Sec'y and Office Mgr.